



# **Managerial & Supervisory Training: An Expanding Landscape**

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**DoD Executive Management Training Center**  
**Southbridge, Massachusetts**  
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# Session Objectives

- Recent legislative & regulatory emphasis
- Strategic value of M&S training initiative
- Understand the M&S training concept
- Roles and responsibilities
- Next steps & other thoughts

# Recent Legislative & Regulatory Emphasis

- The National Defense Authorization Act (NDAA) for 2010
  - Section 1113 – Development of Training Program for Supervisors
- 5 Code of Federal Regulations (CFR) Part 412 – Supervisory, Management, and Executive Development
  - Subpart A – General Provisions
  - Subpart B – Succession Planning
- S.674 Federal Supervisory Training Act (pending)
- GAO inquiries

M&S Training Category	Requirement Source			
	5 CFR 412 <sup>1/</sup>	FY10 NDAA Sec 1113 <sup>2/</sup>	Federal Supv Training Act of 2009 <sup>3/</sup>	Hiring Reform/ Recruitment Policies
Developing employee goals and objectives		√	√	
Improving performance and productivity	√			
Mentoring employees	√	√	√	
Mentoring new supervisors (by experienced supervisors)		√	√	
Motivating employees		√	√	
Adherence to Merit Systems principles		√	√	
Prohibited personnel practices		√	√	
Managing performance issues	√	√	√	
Critical transitions (e.g., from non-supervisor to supervisor; from supervisor to manager; from manager to executive)	√			
Addressing hostile environment, reprisal, harassment		√	√	
Other supervisory duties		√	√	
Employee collective bargaining		√	√	
Manager hiring "toolkit"				√
Manager training program				√
Hiring Veterans and awareness of associated flexibilities			√	
Civilian Expeditionary Workforce			√	
New performance management and other authorities		√		
Link development with agency succession management plans	√			
Provide continuous learning experiences linked to leader competencies, MCO competencies and consistent w/agency succession management	√			
Design leader development programs integrated with IDPs and agency strategies	√			

<sup>1/</sup> Final rule published in Federal Register on December 10, 2009. Requires training within one year of initial appointment and refresher training at least once every 3 years.

<sup>2/</sup> P.L. 111-84 (HR 2647) enacted October 28, 2009. Requires initial training and refresher training at least once every 3 years.

<sup>3/</sup> S674 referred to Committee on Homeland Security and Governmental Affairs in March 2009. Requires instructor-led training in all areas within one year of initial appointment and refresher training at least once every 3 years.

# Strategic Value

- Promoting world-class leaders within DoD
- Promoting an interdisciplinary approach to leading people
- Providing opportunities for emerging leaders to interact and learn from organizational leaders
- Using a competency-based platform consistent with DoD's talent management framework
- Offering a variety of learning modalities to develop the "whole leader"
- Furthering the Department's strategic human capital objectives
- Aligning with DoD's official civilian leader development model
- Showcasing a tangible result: developing leaders who lead people
- Complying with recent statutory (FY10 NDAA) and regulatory (5 CFR 412) requirements

# Phased Approach

- **Phase I** – DoD curriculum for **new supervisors** (<2 years as a first-time supervisor leading civilians)  
Fall 2010 Pilot; Mid-FY2011 Launch
- **Phase II** – DoD curriculum for **seasoned** supervisors (>2 years) and as a **refresher** training every 3 years \*\*\*  
Spring 2011 Pilot; Late-FY2011 Launch
- **Phase III** – DoD Lead People **certificate program**  
Mid-FY2011 Pilot; Early FY2012 Launch

# Training Infrastructure

## Leadership FCM/CLAG

- Organizational leaders
- Innovators
- Focus groups
- Recommendations
- Tough challenges
- Focus areas requiring a corporate (DoD-wide) solution
- Competency gap closure strategy

## CPM 412 WG

- M&S Policy
  - ✓ **5 CFR 412**
  - ✓ **2010 NDAA**
  - ✓ **Hiring reform**
- Incorporates Component recommendations
- Develops best-practices for incorporation into corporate (DoD-wide) solutions
- Develop M&S training evaluation strategy

## Curriculum WG

- Curriculum influencers
- Terminal and enabling learning objectives
- Curricula development
- Learning modalities
- WG members include:
  - ✓ **Instructional system designers**
  - ✓ **Evaluators**
  - ✓ **SMEs**
  - ✓ **Thought leaders from academia & industry**

# Sample Training Curriculum (Phase 1)

## WEEK ONE

<b>TUE</b>	<b>WED</b>	<b>THU</b>	<b>FRI</b>
<p><b><u>Prerequisites</u></b></p> <ul style="list-style-type: none"> <li>▪ On-line FAS GS-101 course</li> <li>▪ 2010 QDR</li> <li>▪ DoD Civ HC Strategic Plan</li> <li>▪ Others (TBD)</li> </ul>	<p><b>DoD Mission &amp; Culture (Acculturation) Course</b></p>		<ul style="list-style-type: none"> <li>▪ DoD 101 course evaluation</li> <li>▪ DoD civilian leader development model</li> <li>▪ Strategic human capital management overview</li> <li>▪ General regulatory environment</li> <li>▪ Week two preview</li> </ul>
<p>Travel to EMTC</p> <p><b>Welcome Session</b></p>			

# Sample Training Curriculum (Phase 1)

WEEK TWO					
Event	MON	TUE	WED	THU	FRI
	<b>Recruitment</b>	<b>Performance</b>	<b>Development</b>	<b>Best Practices</b>	<b>Wrap-up</b>
<b>Rules &amp; Policies</b>	<ul style="list-style-type: none"> <li>▪ Authorities</li> <li>▪ Flexibilities</li> <li>▪ Recent changes</li> <li>▪ Staffing &amp; classification</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employee goals &amp; plans</li> <li>▪ Managing performance</li> <li>▪ Collective bargaining</li> <li>▪ Other LR/ER</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mentoring</li> <li>▪ Coaching</li> <li>▪ IDPs</li> <li>▪ Linking development w/ agency mission</li> <li>▪ Succession mgmt</li> </ul>	<ul style="list-style-type: none"> <li>▪ Component lessons learned</li> <li>▪ Other foundational competencies (e.g., integrity)</li> <li>▪ Tools and resources for continual learning</li> <li>▪ Storytelling</li> <li>▪ Component breakout sessions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Course evaluation</li> <li>▪ Phases II &amp; III preview</li> </ul>
<b>Competency Enablers</b>	<ul style="list-style-type: none"> <li>▪ Diversity</li> <li>▪ Generational leadership</li> <li>▪ Interviewing</li> <li>▪ Onboarding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engaging &amp; motivating</li> <li>▪ Difficult conversations</li> <li>▪ Conflict mgmt</li> <li>▪ Interpersonal</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leaders as coach</li> <li>▪ Continual learning</li> <li>▪ Developing others</li> </ul>		
<b>Real World Context</b>	<ul style="list-style-type: none"> <li>▪ Thought leaders</li> <li>▪ Fireside chats</li> <li>▪ Case studies</li> <li>▪ Role playing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Thought leaders</li> <li>▪ Fireside chats</li> <li>▪ Case studies</li> <li>▪ Role playing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Thought leaders</li> <li>▪ Fireside chats</li> <li>▪ Case studies</li> <li>▪ Role playing</li> </ul>		Travel from EMTC
<b>Reading Lists</b>	TBD	TBD	TBD		

# LEAD People Certificate Program

- Modeled after OPM LEAD Certificate Program
- DoD-unique needs added
- Streamlined curriculum to optimize value and cost efficiencies
- Proposed curriculum:

<p style="text-align: center;"><b>Initial Supervisory T&amp;E ( &lt;2 years as first-time supervisor )</b></p>	<p style="text-align: center;"><b>Refresher Supervisory T&amp;E ( exposure to managerial level )</b></p>
<ul style="list-style-type: none"> <li>❑ <b>Level 1 leadership assessment</b></li> <li>❑ <b>Human capital management basics</b></li> <li>❑ <b>Conflict management skills</b></li> <li>❑ <b>Coaching &amp; mentoring for excellence</b></li> <li>❑ <b>Effective communication</b></li> <li>❑ <b>Supervising a virtual workforce</b></li> <li>❑ <b>Generational leadership</b></li> <li>❑ <b>DoD corporate perspective</b></li> <li>❑ <b>National security foundation</b></li> </ul>	<ul style="list-style-type: none"> <li>❑ <b>360 degree assessment</b></li> <li>❑ <b>Partnering/collaboration</b></li> <li>❑ <b>Bridging organizational cultures</b></li> <li>❑ <b>Strategic human capital management</b></li> <li>❑ <b>Developing customer-focused organizations</b></li> <li>❑ <b>Dynamics of public policy <u>or</u> federal budgeting process</b></li> <li>❑ <b>National security environment</b></li> </ul>

# Roles & Responsibilities

<b>M&amp;S Training Area</b>	<b>CPMS Lead</b>	<b>Current Efforts</b>
<b>Overall framework &amp; strategy</b>	<b>LPDD</b>	<ul style="list-style-type: none"> <li>▪ Framework</li> <li>▪ Chair CPM 412 WG (see below)</li> <li>▪ Monitor for compliance</li> <li>▪ Evaluate for best value</li> </ul>
<b>Performance management centric</b>	<b>LERD</b>	<ul style="list-style-type: none"> <li>▪ Developing strategy &amp; content</li> </ul>
<b>H.R. centric (GS 101, staffing, classification, pay)</b>	<b>FAS</b>	<ul style="list-style-type: none"> <li>▪ Aligned with NSPS conversion out schedule and priorities</li> <li>▪ Re-acclimates GS rules of the road</li> </ul>
<b>Recruitment centric (e.g., Veterans hiring flexibilities)</b>	<b>RAD</b>	<ul style="list-style-type: none"> <li>▪ Based on recent executive orders and related policies</li> </ul>
<b>DoD M&amp;S curriculum content</b>	<b>CPM 412 WG</b>	<ul style="list-style-type: none"> <li>▪ Chartered by CPPC</li> <li>▪ Final regs published – Dec 2009</li> <li>▪ Use survey results to help ascertain corporate training needs</li> <li>▪ <b>Synchronize DoD &amp; Component efforts</b></li> </ul>

# CPMS Functional Responsibility

<b>CPMS Lead</b>	<b>M&amp;S Training Category</b>
<b>LPDD</b>	<ul style="list-style-type: none"> <li>▪ Mentoring employees &amp; new supervisors</li> <li>▪ Critical transitions between leadership tiers</li> <li>▪ Linking development w/succession management</li> <li>▪ Providing continuous learning experiences</li> <li>▪ Designing leader development programs integrated w/IDPs and agency needs</li> <li>▪ Civilian Expeditionary Workforce training for M&amp;S</li> </ul>
<b>LPDD &amp; LERD</b>	<ul style="list-style-type: none"> <li>▪ Engaging and motivating employees</li> <li>▪ Prohibited personnel practices</li> <li>▪ Merit System Principles</li> </ul>
<b>LERD</b>	<ul style="list-style-type: none"> <li>▪ Developing employee goals &amp; objectives</li> <li>▪ Improving performance &amp; productivity</li> <li>▪ Managing performance issues</li> <li>▪ Employee collective bargaining</li> </ul>
<b>LERD &amp; NSPS TO</b>	New PM plan/system and other authorities
<b>SWAT, RAD, FAS &amp; LPDD</b>	<ul style="list-style-type: none"> <li>▪ Manager hiring “toolkit”</li> <li>▪ Manager onboarding training program</li> <li>▪ Veterans’ and military spouse flexibilities</li> </ul>

## Spring & Summer 2010 Deliverables:

- Analyze results from CPM 412 survey to Components
- Decide on dimensions of Component role
- Convene stakeholders to discuss timeline for training solutions
- Convene Curriculum WG to develop one-week DoD course

## Fall 2010 Deliverables:

- Initial pilot conducted w/CPMS managers & supervisors (Sep 2010)
- CPMS launches DoD prototype course (Oct/Nov 2010)
- Partner w/DoD schools & OPM on Lead People certificate program

## 2011 Deliverables:

- Adjust based on pilot lessons learned; launch course (early FY2011)
- WG finalizes Lead People certificate program (early/mid FY2011)

# Things to Watch

- NDAA Section 1112
- Other emerging legislation & regulations
- Alignment with DoD civilian leader development model
- Need an evaluation strategy from the outset
- Resources
- Ensuring concurrent efforts are complementary not duplicative
- Success relies on effective relationships with external stakeholders (e.g., NSPS TO, Components)

# Thank You

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